

# Optimization Of Integrated Management Model Of Tourism Industry On Culinary Business In Kenjeran Tourism Region Surabaya

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## ABSTRACT

This research was aimed at (1) improving local wisdom values in integrated management of tourism industry and Micro Small and Medium Enterprises (MSMEs) center and (2) making tourism industry and MSMEs of a particular region to be an independent economic power; by being able to provide factual contribution for prosperity of the society observed from the perspective of tourism region, tourism actors, market, infrastructure, and management development aspects.

The results showed that the implementation of tourism region and infrastructure aspects on a culinary business was within the score range of 80 to 100% or said to be in a very good factual condition. This implied that the employment of tourism region and infrastructure aspects played significantly influential and important roles for the development of tourism region allocated for culinary businesses within the area of THP Kenjeran. Meanwhile, for the implementation of tourism actors and market aspects, it was indicated that the score range was between 15 and 35%, and the implementation of management development aspect was between the score range of 0 and 5%. In other words, the implementations of those aspects were said to be very low in real conditions, especially on the indicators of training, cooperation with stakeholders, and suitable management implementation related to the business. This meant that the employment of tourism actors, market, and management development aspects were not suitable and did not accommodate the management development of the tourism region for culinary businesses within the area of THP Kenjeran.

**Keywords :** Optimization, Integrated Management Model

## I. Introduction

Tourism region development of Kenjeran Beach experiences a lot of changes and becomes increasingly more interesting to visit. This cannot be separated from the participation of the Surabaya city government and support from some investors in attempt to develop the East Surabaya region in accordance with the master plan of Surabaya city.

Kenjeran tourism region actually has a complete package of tourist attractions since it has a unique type of tourism ranging from marine lives, cultures, sports, traditional markets as well as culinary businesses. The diversity of tourist attractions and local wisdom values encourages the growth and development of Micro, Small, and Medium Enterprises (henceforth MSMEs) in this region, thus the existing tourism assets and MSMEs centers have to be managed professionally using a suitable managerial system, so that in the future all

activists and tourism industry actors as well as management administrators of MSMEs centers can provide real contribution to improve the welfare of the society living in that region. Therefore, the management of tourism industry and MSMEs centers need to be conducted integrally in order that the local wisdom and cultural values of the society can be adopted into the tourism value and MSMEs sector business.

Obstacles which are often encountered by MSMEs sector actors are generally related to: (a) aspect of raw materials procurement for production, (b) aspect of production technology, (c) aspect of product marketing, (d) aspect of labor, (e) aspect of capital, (f) aspect of facilities and infrastructure; and (g) aspect of managerial. However, there are some other obstacles important to be addressed, which also need to be urgently handled in terms of its management aspect, such as those in tourism region management. In particular, the tourism region management is highly related to the: (a) aspect of tourism region, (b) aspect of tourism actors, (c) aspect of market, (d) aspect of infrastructure, and (e) aspect of management development. An optimal management on these aspects can create an integrated management of tourism industry in the Beach Entertainment Park or Taman Hiburan Pantai (henceforth THP) Kenjeran tourism region Surabaya.

In the current conditions, the solution and management of THP Kenjeran tourism region completed until now are partial and have not been consistently and sustainably conducted, so that the problems cannot be completely solved as they keep on occurring without any meaningful solution. Therefore, it is necessary to have a holistic research study to “formulate an integrated management model for the tourism industry and MSMEs center by exploiting local wisdom values, thus reflecting the special characteristics in managing THP Kenjeran tourism region to be in accordance to the social and cultural values of the community as well as providing real contributions to the tourism development and MSMEs center and improving the economic value and prosperity of the society”. The purpose of this study is to formulate an integrated management model of culinary industry in THP Kenjeran tourism region, hence the formulation result of integrated management model to be implemented in THP Kenjeran tourism region and other tourism regions with similar characteristics.

## **II. Literature Review**

### **Tourism Industry**

Tourism industry is a form of public participation in creative services especially in the field of entertainment both in the forms of natural resources or artificially man-made tourist destinations. The tourism and creative industry are always alongside each other as they both grow and develop together around tourism regions; therefore both are inseparable. In attempt to link these two, the emergence of MSMEs centers need to be erected along with their embedded characteristics of being creative and independence, thus the role of the corresponding community is highly expected empowerment in such a way that the potential of nature, culture and local wisdom can be unique identifiers or deviators of all the tourism as well as creative industry products provided around the tourism region.

Likewise, the tourism industry is one strategic industry of which development has recently been encouraged by the government, regarding the fact that Indonesia has a lot of attractive tourism potentials in comparison with other countries. If viewed in terms of the community's

economic and socio-cultural development, the tourism industry will create many new job opportunities, increase public income, improve the quality of the society and add a sense of love of the homeland to the nation's cultural values as well as an instrument to preserve the environment.

Thus far, there have been a lot of governmental projects to address low investment, unemployment and poverty issues through economic partiality on low economic group empowerment programs and supporting infrastructure provision. This partiality on the specific group is manifested through micro and small enterprises empowerment. During the 1997/1998 economic crisis, micro and small enterprises were considered as economic rescue valves of Indonesia. In this case, banks channeled their credit to the micro and small enterprises because it was seen that there was a large business opportunity in this sector (Ade, 2006). During the economic crisis in 1998, MSMEs sector also became the savior of the national economy because at that time many big companies were down but the MSME sector still survived in the midst of an uncertain economy. The main reason why this business sector exists and develops is that this sector has a lot of unique characteristics, and these characteristics are not actually understood by the policy makers regarding the fact that the unique characteristics are holistic. East Java Province is one of the pioneers in the effort to empower MSME sector through strategic and integrated policies by involving stakeholders such as MSMEs' actors, Cooperative Service, capital access, MSMEs financial institution, and academicians (Regional Research Council).

Therefore, development in tourism is highly related to the growth and development of the existing sector of MSMEs around it especially in today's era when the government encourages the local-wisdom based tourism industry; where the local wisdoms are closely related to the social and cultural values of certain regions. In fact, each region certainly has different local wisdom values that are generally in accordance with their superior products of their region. On the other hand, a while ago the government launched a program called "one village, one product" which was scheduled by the government in order that some particular regions have certain superior products different from others. This was certainly in line with the development of local wisdom-based tourism industry.

Smith (1998 in Pitana and Gayatri, 2005: 62) classifies goods and services which should be provided in the tourist destinations into six groups, namely: (1) transportation, (2) travel services, (3) accommodation, (4) food services, (5) activities and attractions (recreation culture/entertainment), and (6) retail goods. The six groups are then known as tourism components. Tourism industry is highly related with the aforementioned various components that exist. The components are greatly influential to the attractiveness of a tourist destination, where each component is strongly related one another. This means that the existence of a component requires the existence of the others.

### **Sustainable Tourism Development Model**

Sustainable development is an alternative concept which exists at a contradicting pole with conventional development concept. This is because sustainable development consists of attempts to maintain ecological integrity and diversity, meet basic human needs, provide possible choices for future generation, reduce unfairness, and improve self-determination acts for local community.

In the report of World Commission on Environment and Development (WCED, 1987), it is mentioned that “Sustainable Development is development that meets the needs of the present without compromising the ability of the future generation to meet their own needs”. Also, WTO (1993) puts forward principles of sustainable development that cover (1) ecological sustainability, (2) social and cultural sustainability; and (3) economic sustainability, intended for both current and future generations. Sustainable tourism development is defined as a process of tourism development oriented towards the sustainability of resources needed for future development, the definition of sustainable tourism development is often referred to “the form of tourisms that are consistent with natural, social, and community values and which allow both hosts and guests to enjoy positive and worthwhile interactions and shared experiences” (Eadington and Smith, 1992: 3). The emphasis of sustainable tourism development is not only on ecology and economy, but also sustainable culture because culture is also an essential resource in tourism development (Wall, 1993). Therefore, tourism activities are said to be sustainable if fulfilling the following requirements:

1. Ecologically sustainable. This requirement refers to the tourism development does not cause any negative effects to the local ecosystem. Additionally, the conservation is a necessity that must be sought to protect the natural resources and environment from the negative effects of tourism activities.
2. Socially acceptable. This requirement refers to the ability of local residents to absorb tourism businesses (industry and tourists) without causing any social conflict.
3. Culturally acceptable. This requirement refers to the ability of the local community to adapt with tourists’ cultures which are quite different from theirs.
4. Economically profitable. This requirement refers to the benefits gained from tourism activities to improve the social welfare of the community.

### **III. Research Methods**

#### **Type of research**

This research is a descriptive qualitative research with the main purpose of identifying and solving problems related to policies in tourism industry using a holistic approach. Thus, any required actions can be focused upon the basic problems of the research object and all the involved actors. In order to obtain a comprehensive and complete picture of the research object, this research includes the existing business actors in the research object as well as the managerial staff of the research object.

The result of determination and selection of the focus of the observations in this research will direct the researchers to the desired targets. This is conducted through formulating the model of effective tourism industry management at the THP Kenjeran culinary center, which consists of the management aspect of the tourism region, tourism industry actors, tourism service market, tourism region infrastructure, as well as management system development, so that this model of effective managerial can be used as a guideline and direction for the management of THP Kenjeran and business actors as well as MSMEs center within the region of Kenjeran Beach to better manage their businesses and provide contribution for the improvement of the community welfare in the area.

**Table 1. Research Instrument Design**

Research Objective	Research Design			
	Type of Research	Analysis Unit	Scale	Time Horizon
Aspect Management of Tourism Region	Descriptive Qualitative	Individual → MSMEs business actors in THP Kenjeran tourism	Guttman	Single Cross - Sectional Design
Aspect Management of Tourism Industry Actors	Descriptive Qualitative	Individual → MSMEs business actors in THP Kenjeran tourism	Guttman	Single Cross - Sectional Design
Aspect Management of Tourism Service Market	Descriptive Qualitative	Individual → MSMEs business actors in THP Kenjeran tourism	Guttman	Single Cross - Sectional Design
Aspect Management of Tourism Region Infrastructure	Descriptive Qualitative	Individual → MSMEs business actors in THP Kenjeran tourism	Guttman	Single Cross - Sectional Design
Aspect Management of Management Development	Descriptive Qualitative	Individual → MSMEs business actors in THP Kenjeran tourism	Guttman	Single Cross - Sectional Design

**Source: Developed by the researchers**

### Data Collection Technique

The data collection technique conducted by the researchers was by directly collecting the data on the field through:

- 1) Observation, which was completed by conducting direct observation on the object of the research in relation to the effectiveness of tourism industry management in THP Kenjeran tourism region, covering the management aspect of the tourism region, tourism industry actors, tourism service market, tourism region infrastructure, and management development.
- 2) Documentation, which was completed by taking written-records of documents owned by business actors.
- 3) Interviews, which was completed by structurally administering questionnaires in order to obtain relevant data and information in relation to the problems studies in the research.
- 4) Triangulation, which was completed by merging the above three techniques or methods to check and recheck the obtained data and information, thus some relevant and valid data can be acquired.

Meanwhile the interviewees were some staff from Technical Implementing Service Unit or Unit Pelaksana Teknis Daerah (henceforth UPTD) of THP Kenjeran from the Department of Culture and Tourism Surabaya City Government and MSMEs business actors in Kenjeran tourism region who were considered to be viable for sources of information and data collection regarding the problems and objectives of this research, as well as some local community leaders of the region.



## **Data Analysis Technique**

The data analysis technique of this research was conducted by using domain analysis model, which was providing the general and comprehensive picture about an effective model of tourism industry management in Kenjeran tourism region.

The data analysis was aimed at describing objects being studied using quantitative and qualitative research in order to have a holistic image of the object. Then, in order to provide a clearer picture of the stages of data analysis, the writers will provide the stages in details to support the procedures for data collection, describe research findings, analyze data, draw conclusions and suggestions as well as recommendations to policy-makers for the continuation of this research systematically to the next steps including: (a) identifying the characteristics of the tourism industry of Kenjeran region, (b) identifying the management of tourism industry of Kenjeran region, (c) formulating an effective model of tourism industry management, (d) testing the effectiveness of the effective model of tourism industry management, (e) evaluating and improving the effective model of tourism industry management proposed, and (f) standardizing the effective model of tourism industry management by implementing it to the THP Kenjeran tourism region.

## **IV. Findings and Discussion**

### **General overview about the Research Object**

Surabaya city is not only famous for its capacity as an industrial and commercial city, but also its capacity as a maritime city. As a maritime city, Surabaya manages the potential of Kenjeran Beach as an object for tourist destination. Kenjeran Beach has a great panoramic view and natural resource which can be offered as a promising tourist destination. This beach is under the management of the Surabaya City Government and a private company. Furthermore, the Beach Entertainment Park or Taman Hiburan Pantai (henceforth THP) Kenjeran is within the area of 2.3 hectare managed by the city government under UPTD of THP Kenjeran from the Department of Culture and Tourism Surabaya City Government.

With the location very close to Madura Strait, Kenjeran Beach provides a cool beach and served with the availability of various supporting facilities and infrastructure. One unique characteristic of the natural resources in Kenjeran Beach is a small island of sand located in the middle of Madura Strait. This situation benefits the surrounding local community as some of the residents can rent their small boats to the tourists willing to visit the small island of sand. Besides, for music lovers, various music entertainment places and playgrounds which are regularly held every Saturday and Sunday. Also, various kinds of culinary options and souvenir shops special from Kenjeran Beach are also widely available.

Based on the data obtained from UPTD THP Kenjeran, the number of visitors between 2011 and 2016 experienced significant improvements.

**Table 2. Total Number of THP Kenjeran Visitors between 2011 and 2016 Time Period**

Year	Visitor Status	
	Domestic Tourist	Foreign Tourist
2011	327,591	96
2012	399,505	147
2013	423,626	201
2014	526,132	178
2015	491,762	209
2016	566.122	260



Source: UPTD THP Kenjeran, data was

analyzed by the researchers

In THP Kenjeran tourism region, as a tourism object, there are also service businesses related to the tourism object as a tourist destination region or daerah tujuan wisata (henceforth DTW) with each offering and providing different kinds of tourism products, such as maritime/beach tourism service business, culinary business, souvenir shops as well as entertainment and game service business. In culinary business, particularly, there are various choices of menu typical from Kenjeran Beach, namely Kupang Lontong, Sate Kerang, and Lontong Balap which are typically famous for a long time.

Through this research, the researchers are trying to study various relevant aspects which are influential to the existence of THP Kenjeran tourism region in a long term in regard to the fact that the Surabaya City Government has invested a great portion of financial capital allocated from Local Government Budget or Anggaran Pendapatan dan Belanja Daerah (APBD) in attempt to re-establish Kenjeran Beach as the city's icon. Several efforts have been taken by the city government, including repairing, renovating and adding some more facilities and infrastructure, such as a new bridge and dancing water fountain in Kenjeran as new tourist attractions so that more visitors can come and visit THP Kenjeran.



**Figure 1. The New Bridge and Dancing Water Fountain in Kenjeran**

## Description of Research Findings

### Model Formulation Stage

**Table 3 Mapping of Tourism Region Aspects**

No.	Variable Mapping	Real Condition Average		
		Low	Medium	High
		≤40%	41-67%	69-100%
1	Aspect of Tourism Region Aspect	-	-	80%
2	Aspect of Tourism Actor	25%	-	-
3	Aspect of Market	30%	-	-
4	Aspect of Infrastructure	-	-	90%
5	Aspect of Management Development	5%	-	-

Source: Results of Questionnaires, data was analyzed by the researchers

Based on Table 3 above, it was indicated that the implementation of the aspect of tourism region on culinary business was between 80 and 100% value or, in other words, the existing real condition showed a high level of the culinary business condition. This means that the use of the aspect of tourism region played a significant role in the management and development of culinary business in THP Kenjeran tourism region.

Meanwhile, in the aspect of market actors, it was indicated that the implementation of the aspect of culinary business actors was between 15 and 35% or, in other words, the existing real condition showed a very low level drawn upon indicators such as the training, cooperation with stakeholders, and management implementation in relation to the business. This means that the use of the aspect of tourism actor played an insignificant role for the management and development of culinary business in THP Kenjeran tourism region.

Next, in the aspect of market, it was indicated that the implementation of the aspect of market in culinary business was at the 30% score or, in other words, the existing real condition showed a very low level drawn upon indicators such as in paying attention to the changes in visitors' taste, responding inputs given by tourists, and being capable of following changes on services that kept on developing. This means that the use of the aspect of market played an insignificant and unsupportive role on the management and development of the culinary business in THP Kenjeran tourism region. A solution to consider is changing the mindset of the existing culinary business actors to keep on following the changes and tastes of the tourists on various types of product variants, while keep on maintaining the characteristics of food and snacks to have existing local wisdom values of the Kenjeran society. By having this solution, the cultural values and characteristics of Kenjeran will be sustained. This can be done through trainings intended for the culinary business actors.

Also, in the aspect of infrastructure, it was indicated that the implementation of the aspect of infrastructure on culinary business was between the score of 90 and 100% or, in other words, the existing real condition showed an excellent condition. This means that the use of the aspect of infrastructure played a significantly major role and adequate for the development of culinary business in THP Kenjeran tourism region. However, there was just one thing that needs to be concerned with this aspect of infrastructure which was an effort to repair or renovate the existing food stalls, of which conditions are now quite bad. The efforts that need to be taken consist of replacing the wooden building materials for the stalls with much



stronger and more permanent building materials, so that this can add a more comfortable atmosphere to the visitors while enjoying the snacks and culinary available in almost every stall typical to THP Kenjeran tourism region.

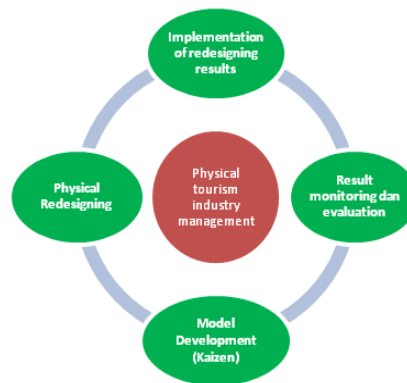
Meanwhile, in the aspect of management development, it was indicated that the implementation of the aspect of management development on the culinary business was between 0 and 5% value or, in other words, the existing real condition showed a very low condition. This means that the use of the aspect of management development played an insignificant and inadequate role for the development of culinary business in THP Kenjeran tourism region.

Based on the mapping of the five aspects used in the arrangement of management model explained above, a model concept of an integrated management of THP Kenjeran Surabaya tourism region is then arranged as follows.

### **Management Model Effectiveness Testing**

Built upon the mapping of tourism industry management of THP Kenjeran Surabaya, a model concept of integrated management of culinary business in THP Kenjeran tourism region can be proposed, consisting of physical management model, non-physical management model, as well as stakeholder model and role development.

#### **(1) Physical Tourism Industry Management Model**



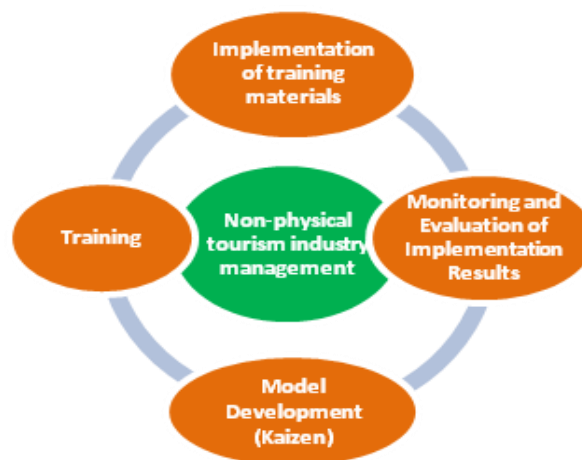
**Figure 2. Physical Management Model**

The framework of the above figure illustrates that physical tourism industry management is completed through the following stages: physical redesigning, implementing the redesigning results, monitoring and evaluating the results, and developing model (Kaizen). The main focus in the physical management model is on the rearrangement of site plan on the existing location of the tourism region to become a newly developed tourism region site plan. Through this physical management model, it is expected that later THP Kenjeran Surabaya tourism region will be more neatly arranged and the location of the business actors in the tourism region will be put in clusters based on their business field.

## (2) Non-physical Tourism Industry Management Model

By adopting sustainable tourism development principle and community empowerment concept, the development of non-physical tourism industry management model will be focused on and directed to the provision of training, coaching, mentoring and empowering as the last program in such a way that in turn all the components and business actors in this tourism industry at the research location will at last be able to be independently empowered.

Based on the illustration given in Figure 3 below, a formulation of non-physical tourism industry management model using the element of training is clearly drawn.

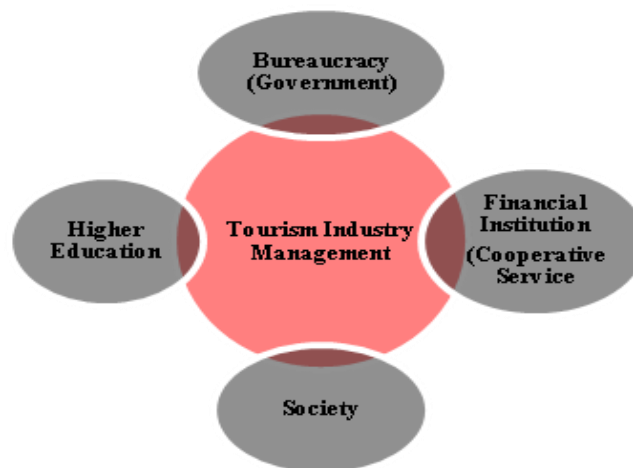


**Figure 3. Framework of Non-Physical Management Model**

In the concept formulation of non-physical management, steps that need to be taken cover: training step, training materials implementation step, monitoring and evaluation of implementation results step, and model development step (Kaizen).

## (3) Stakeholders' Role and Model Development Need

Tourism development is a collection of efforts to create integration on the use of various tourism resources and all forms of aspects outside tourism which are directly and indirectly related to the sustainability of tourism development. In the development of this model, a formulation of integrated management on tourism region will be set by adding the role of stakeholders from several institutions, such as university, bureaucracy, financial institution (cooperative service), as well as society, as illustrated in Figure 4 below.



**Figure 4. Stakeholder Role and Development Model Framework**

### Model Effectiveness Testing

In this model effectiveness testing stage, the writer attempts to conduct reconstruction on the previous questionnaire by focusing on the physical and non-physical management. This reconstruction will be conducted by reducing several items containing questions or statements in the questionnaire based on the perspectives on the aspect of tourism region, tourism actors, market, infrastructure, and management development. The questionnaire design of physical management will provide scores on the respondents' perception towards the aspect of tourism region and infrastructure. Meanwhile, the questionnaire design of non-physical management will provide scores on the respondents' perception towards the aspect of tourism actors, market, and management development.

The purpose of redesigning the questionnaire is to evaluate and investigate the perceptual assessment of business actors in THP Kenjeran tourism region to have an objective formulation of integrated management model of the tourism region based on empirical evidence in the field so that the obtained model can be implemented in the future, thus the THP Kenjeran tourism region can be integrally managed by all the business actors situated within the region.

Based on the results of the questionnaires distributed in the field, a real picture explaining the respondents' answers in regard to the perceptions of business actors situated in THP Kenjeran tourism region towards the integrated management model of the physical and non-physical aspects in tourism region is illustrated in Table 4 and 5 below.

**Table 4 Perception of the Integrated Management Model on Physical Aspects in the Tourism Region**

No.	Question Items	Respondents' Answers					Score (%)
		1	2	3	4	5	
1	Do you agree if the site plan of Kenjeran tourism region to be reconstructed so that it can be more facilitating and comfortable for the tourists?	-	-	18	12	10	60.8
2	Do you agree if the management administrator of Kenjeran tourism region includes some local wisdom values to be used as the typical characteristics of the society in Kenjeran region?	-	-	20	16	14	77.6
3	Has the existing infrastructure in Kenjeran tourism region already been adequate and able to strongly support the management development in the tourism region well?	6	15	23	6	-	51.6
4	Has the existing infrastructure in Kenjeran tourism region already been completely provided by the city government to strongly support the management development of the tourism region well?	-	7	31	12	-	62
5	Has the local community already participated in providing a better infrastructure related to the management development of Kenjeran tourism region?	10	27	13	-	-	41.2
6	Is the infrastructure in Kenjeran tourism region well preserved and maintained, as an attempt to keep the management development of the tourism region appropriate, comfortable, and safe for the tourists?	8	12	25	5	-	50.8
7	Do the stakeholders related to the development and management of Kenjeran tourism region keep on improving the quality from time to time to get better?	7	9	34	-	-	50.8
Total of Perception Scores		31	70	164	51	24	56.4

Source: Questionnaire Results, data was analyzed by the researchers

Based on the table above, it can be interpreted that the model formulation of integrated management on physical aspects in the tourism region suggested is considered to be feasible to be implemented, in accordance to the average of respondents' perception scores as the existing business actors in the tourism region by 56.40%

**Table 5. Perception of the Integrated Management Model on Non-Physical Aspects in the Tourism Region**

No.	Question Items	Respondents' Answers					Score (%)
		1	2	3	4	5	
1	Do tourism business actors in Kenjeran tourism region always provide their services according to the tourists' preference and taste?	-	-	22	18	10	75.2
2	Do tourism business actors in Kenjeran tourism region always concern with the changes in tastes and preferences wanted and needed by the tourists?	12	28	10	-	-	39.2
3	Do tourism business actors in Kenjeran tourism region always respond to the inputs/suggestions given by the tourists?	5	25	14	6	-	48.4
4	Do tourism business actors in Kenjeran tourism region always keep following changes in service products which keep on developing?	5	29	16	-	-	44.4
5	Do tourism business actors in Kenjeran tourism region always concern with the local wisdom values in Kenjeran community?	-	24	19	7	-	53.2
6	Do tourism business actors in Kenjeran tourism region always concern with their service price rate, service quality and the customers' satisfactory?	-	-	12	29	9	78.8
7	Have tourism business actors in Kenjeran tourism region already had sufficient knowledge related to their business field?	-	10	29	11	-	60.4
8	Do tourism business actors in Kenjeran tourism region always keep on improving their skills through sufficient trainings according to their business field?	12	38	-	-	-	35.2
9	Have the tourism business actors in Kenjeran tourism region joined an association or group (cooperative service) and maintained their membership well?	-	8	26	16	-	63.2
10	Have the tourism business actors in Kenjeran tourism region conducted cooperations with the other stakeholders (bureaucracy, higher education, public figures and other business actors) well and sustainably?	16	34	-	-	-	33.6
11	Have the tourism business actors in Kenjeran tourism region applied a kind of adequate management system related to their business field?	14	28	8	-	-	37.6



12	Have the tourism business actors in Kenjeran tourism region joined trainings in creative and innovative marketing management in regard to developing their tourism service management system?	16	26	8	-	-	36.8
13	The business actors in Kenjeran tourism region have joined trainings related to tourism service management.	12	30	8	-	-	38.4
14	Marketing management trainings are often held by related departments (bureaucracy, higher education, and other business actors) regularly and sustainably.	18	30	2	-	-	33.6
15	The results of trainings which have been followed by the business actors provide additional value or benefit in developing tourism service management of their current business.	16	30	4	-	-	35.2
16	Creative and innovative marketing management trainings have been considered to provide benefits to develop the tourism service management	15	31	4	-	-	35.6
17	Trainings related to tourism service management are combined with guiding and monitoring processes when implementing the training results.	13	37	-	-	-	34.8
18	I have joined a training related to financial access through a financial institution.	16	34	-	-	-	33.6
19	I have joined a training related to work safety.	15	35	-	-	-	34
20	I have joined a course related to the management of cooperative service and other trainings.	20	26	4	-	-	33.6
21	Tourism service administrators in Kenjeran tourism region have already had a cooperative service or an association related to their business.	-	-	14	30	6	76.8
22	I have joined in a cooperative service which has a correlation with its business activities.	-	-	17	25	8	76.4
23	The existing cooperative service or association has adequately contributed in the development of tourism service business (training, financing, etc.)	18	34	8	-	-	44
24	Department of Tourism, Cooperatives and Micro, Small, and Medium Enterprises as well as other departments have regularly given	10	35	5	-	-	38

	attention to the effort of developing existing tourism services in Kenjeran tourism region of which benefits have been felt.						
25	Members of higher education institutions often initiate cooperation with the society in Kenjeran in attempt to develop the existing tourism services within the tourism region of which benefits have been felt.	-	-	24	21	5	72.4
26	Members of banking institutions such as rural/community banks or others often initiate cooperation with the society in Kenjeran in attempt to develop the existing tourism services within the tourism region of which benefits have been felt.	12	38	-	-	-	35.2
27	The tourism service business actors in Kenjeran tourism region have joined trainings related to work safety and emergency disaster relief related to their business (disaster, fire, sinking boats, etc.)	14	36	-	-	-	34.4
28	Training results about work safety and emergency disaster relief (disaster, fire, sinking boats, etc.) have provided real benefits related to their business.	16	34	-	-	-	33.6
	<b>Total of Perception Scores</b>	<b>41</b>	<b>162</b>	<b>319</b>	<b>500</b>	<b>188</b>	<b>46.27</b>

Source: Questionnaire Results, data was analyzed by the researchers

Based on the above illustrations in Table 5, it can be interpreted that the formulation of integrated management model of tourism region on non-physical aspects as suggested is considered to be quite feasible to be implemented, by looking at the average of the respondents' responses as business actors in this tourism region by 46.27%. The perception score on non-physical management is considered to be in low category, thus training programs are regarded to be exact to be implemented in this non-physical management model in attempt to improve the competence of business actors in doing their business independently.

### Model Effectiveness Evaluation

Based on the responses from the business actors of THP Kenjeran Surabaya tourism region on the questionnaire of their perception towards integrated management model on both physical and non-physical aspects above, an evaluation on the existing model was then conducted. An evaluation on the effectiveness of the model implementation was done through a focus discussion group (FGD) which included the team of researchers, representatives of each business actor in the tourism region, UPTD Kenjeran as the management administrator of THP Kenjeran tourism region, and some public figures resulted in several recommendations with some revisions, such as:

**(1) Physical Redesign**

Physical redesigning of the tourism region by reconstructing the existing site plan into a new site plan as a result of field assessment was considered to be significantly important to do. However, the upcoming physical redesign to be completed would carefully concern with aspirations of some business actors. This physical redesign was expected to be able to reflect and adjust the expectancies of business actors who have done their business activities in the tourism region. In completing this physical redesigning the following aspects also need to be considered:

- a. The business condition aspect. This deals with the condition of businesses done by the business actors themselves, which have been going on between 10 and 15 years on average. Moreover, the currently existing businesses are mostly done through generations.
- b. The business venue/location. This concerns with the venue or location which has been inhabited by the business actors to do their business activities. On average, they got their current business location or venue through purchase.
- c. The renovation cost. This deals with the cost paid by the business actors to repair/renovate buildings or business venues, especially on culinary business. They generally have to repair the condition of their own business venue if there are any, in spite of the fact that every month there is some retribution money to be paid to the UPTD as the tourism region management administrator.

These considerations will in turn need to be used as reasons for them to conduct physical redesign of the tourism region, unless this can be a problematic issue for the UPTD Kenjeran and business actors when they decide to conduct physical redesigning on the existing tourism region.

**(2) Managerial Training**

The need for creating and organizing training programs in the field of managerial intended for business actors in THP Kenjeran tourism region is necessary to be conducted continually with the sole purpose of increasing the competences and skills of the business actors in doing their business activities. The training programs need to be applicable so that they are easy to be understood by the participants. In organizing training programs, the government can work together with related departments or institutions which have schemes of training programs for the business actors, such as Department of Cooperatives and MSMEs, Department of Trade, higher education associates which are competent in this field of discipline, and others. The important thing in relation to this managerial training for the business actors is that they can get benefits from the training programs which they choose to join and the training results can be implemented to their business activities.

**(3) Need for Model Development and Stakeholders' Role.**

In both physical and non-physical management model, it is necessary to develop a model which inserts a role played by the stakeholders. This role needs to be inserted in order to assure the sustainability of the implementation of physical redesign as well as the managerial training to be held, hence at the end the effectiveness of integrated model management in tourism industry in THP Kenjeran tourism industry can be integrally completed employing various stakeholders in the community, starting from the role of

higher education which has competences in designing and developing concepts, people from bureaucracy (the government) as the regulator, people from financial institutions (Cooperative) which can contribute to the financing, and the local community themselves as the business actors in attempt to empower the society for their economy so that the business actors of MSMEs in THP Kenjeran tourism region and around the region can be empowered and in turn they can develop their business to improve their social welfare. Based on the above recommendations on the evaluation results of the effectiveness of the model, basically the arranged formulation of the integrated management model of THP Kenjeran Surabaya tourism region is applicable. This certainly can be done by conducting revisions according to the real conditions in the field: the condition of the tourism region, the existing condition of business actors who have already been doing their business activities for years in the tourism region, and the ability of UPTD Kenjeran as the management administrator which has been doing their work as good as they can representing the Department of Culture and Tourism of Surabaya City to manage the tourism region despite the encountered obstacles in the field in managing THP Kenjeran tourism region to be better through time.

The formulation of integrated management model made for the tourism region did not experience any major changes or revisions. The changes and revisions made were mostly related to the content and materials as well as implementation procedures, which were done through an FGD before implementing the integrated management model to the field. Therefore, this model formulation from this evaluation result can immediately be followed by the writing of documents arranging the integrated management model as the guideline for UPTD Kenjeran in managing THP Kenjeran tourism region in the future.

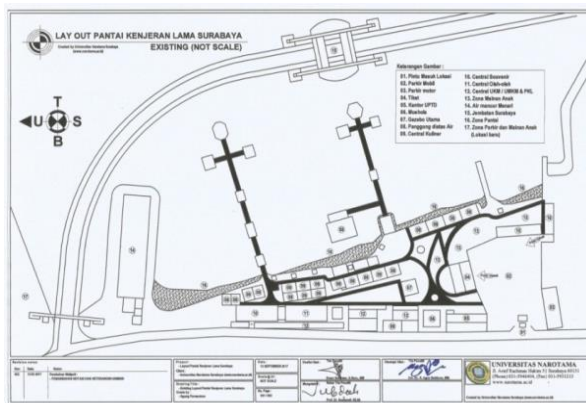
### **Description of Integrated Management Model for the Tourist Industry in THP Kenjeran Tourism Region**

Referring to the effectiveness test of integrated management model previously done, three models will be used to describe and standardize the integrated management model of this tourism region. Each will be based on the (1) standardized physical management model, (2) standardized non-physical management model, and (3) (1) standardized management model on the developmental need and stakeholder's role.

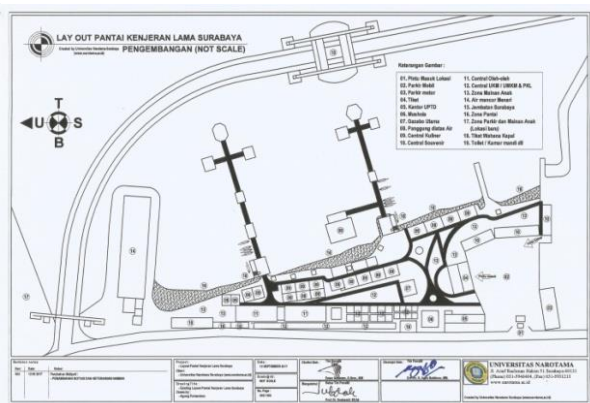
### **Standardized Physical Management Model**

Physical management model is oriented towards reestablishment of the existing site plan in the existing location into a developed site plan. In this way, the business locations of all the business actors in the region will be put into clusters based on the kind of business they run, thus this will make it easier for every tourist of THP Kenjeran to look for products or services they need.

In this physical management model, some steps will be taken, including: physical redesigning stage, redesigning results implementation, results monitoring and evaluation, and model development (Kaizen).



**Figure 5. The Existing Condition of the Building Site Location in THP Kenjeran Tourism Region**



**Figure 6. The Site Location Development of the Building in the Tourism Region**

Based on the results of field observation conducted by the researchers, the existing site location is seen to be chaotic or poorly laid out, for instance there are several booths that belong to some business actors which are separated from other and not located in the designated places so there is an impression of the absence of technical management from UPTD Kenjeran as the management administrators of THP Kenjeran.

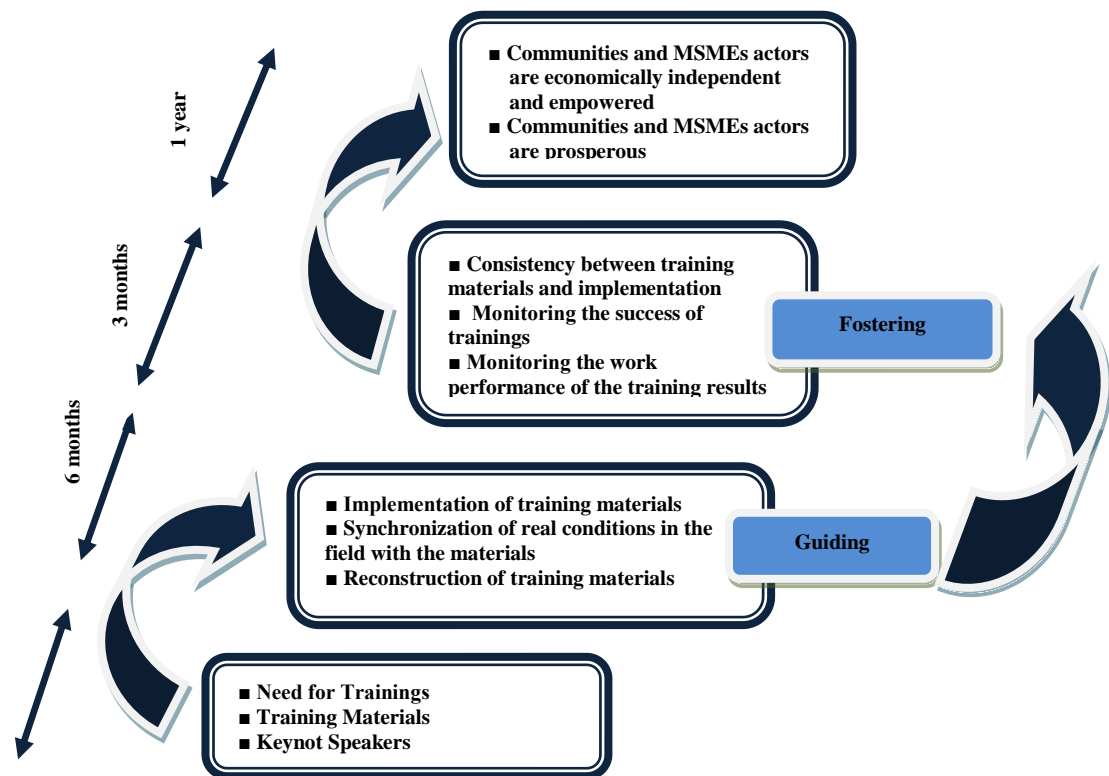
In one tourism region, it is ideally necessary for the site location to have the existing shops put into one group or cluster with the main purpose of making it easier for monitoring by the tourism region management administrator and for the tourists/visitors when they need and look for products and services they need.

### Standardized Non-Physical Management Model

The development concept of tourism industry management model for non-physical matters is focused on the provision of trainings for UPTD as the administrator of THP Kenjeran tourism region and for the business actors involved in the industry region, but it is also possible for MSMEs business actors situated around THP Kenjeran tourism region. The training programs intended for the communities in Kenjeran as well as MSMEs business actors around the region need to be followed with guiding programs and business maintenance for a certain period of time to identify whether the training programs given have been completed in accordance with the set targets, suitable with the people's needs and aspirations demanded by the participants, thus at the end, the group of people and MSMEs business actors who have finished the training programs can be empowered and economically independent.

The purpose of this is to conduct economic empowerment to communities around the tourism region so that all the MSMEs business actors located in the tourism region and around the tourism region can be empowered both in terms of their business and economics, which later can improve their social welfare. To describe in details the materials and needs for managerial training related to non-physical management model of tourism industry, the illustration set in Figure 7 is then made.





**Figure 7. Model Development (Kaizen) of Non-Physical Tourism Industry Management Model**

### Standardized Model of Management based on developmental need and stakeholder's role

Based on the identification results of THP Kenjeran tourism region characteristics, the following development of physical aspects can possibly be done, covering:

- 1) Area expansion of the tourism region. It is feasible to be conducted because there is still remaining land which has not been utilized for any tourism purposes. This is intended to expand the already available regional area for tourism objects. This development with an alternative of utilizing the land is aimed at maximizing the land use. This is mainly because if the unexploited land remains used then it will create an abandoned area and there will be a tendency to become a slum area.
- 2) Development of Fisherman's Village Tourism Object. An effort to develop the Fisherman's Village in Kenjeran region is very important because it is in line with the directions and guidelines stated in Urban Spatial Detail Planning or Rencana Detail Tata Ruang Kota (RDTRK) of Surabaya City Government. According to RDTRK, Kenjeran region has two main area divisions which consist of Kenjeran Beach tourism region and Fisherman's Village in Kenjeran region.

According to the identification results of THP Kenjeran tourism region characteristics, developments related to tourist attraction aspect or daya tarik Wisata (DTW) can be done

through creating a cultural tourism related to the traditional life of the fisherman's communities living in Kenjeran region.

Furthermore, based on the same identification results, developments related to social, economic, and cultural aspects can be manifested through efforts of making cultural and culinary tourist objects besides the beach tourism object which has long been known by the people when talking about THP Kenjeran tourist destination in Surabaya.

## **V. Findings And Recommendations**

### **Findings**

The research findings which can be pointed out are:

1. The respondents' identities and characteristics working as the culinary business actors in THP Kenjeran Surabaya tourism region have been discovered
2. The respondent groups' identities and characteristics working as the culinary business actors in THP Kenjeran Surabaya tourism region have been discovered based on the aspect of tourism region, tourism business actor, market, infrastructure, and management development.
3. Mapping of respondents' answers on questions stated in the questionnaires have been identified especially those involved in culinary business in the tourism region based on the aspect of tourism region, tourism business actor, market, infrastructure, and management development.
4. A model formulation and design concept of integrated management model of THP Kenjeran tourism industry have also been identified
5. The next step to follow is trying-out the integrated management model of the tourism industry in THP Kenjeran Surabaya made.
6. After the above step, the next step to follow is standardizing tourism industry management model in THP Kenjeran tourism region for the culinary business, which later can be adopted for other service businesses in the tourism region.

### **Recommendations**

The recommendations which can be offered by the researchers are:

1. The management model of physical tourism industry plays a significant role for a better management especially on the aspect of tourism region and infrastructure. This can be done through improvements of these aspects by redesigning and/or implementing the newly proposed site location (based on the developed site plan) as the development of the existing site location (existing condition), either on the infrastructure or facilities as well as shops and buildings in the tourism region. It is expected that the tourism industry management can be improved so that the atmosphere of the environment can create an impression of the site to be neatly and orderly arranged. This is done with the aim to eliminate the impression of dirty and unkempt condition of the existing shops and buildings and slum area of the environment.
2. The management model of non-physical tourism industry should be done in creating a management system with high competitiveness seen either from the service quality of tourism objects in the region. In turn, this will later create good quality tourism objects

that support the existence of the tourism region. The implementation of non-physical tourism industry management in the form of training programs for the community groups and MSMEs business actors involved becomes one of the main purposes. The training programs are suggested to have business guiding and fostering programs for a certain period of time to see whether the training programs administered are in compliance with the set targets, suitable with the developing needs and aspirations demanded by the participants of the trainings such that the community groups and MSMEs business actors who joined the trainings can be empowered and independent in terms of economy.

3. The development of tourism industry management model by inserting roles of the stakeholders is very complex. Its implementation highly requires support and coordination from many parties involved, such as higher education (universities), bureaucracy (government), financial institution (Cooperative), and the communities themselves who are concerned with the tourism industry in THP Kenjeran. Therefore, the participation of stakeholders and tourism industry observers should be involved to make a synergized an integrated tourism development planning programs so that the implementation of the management model can run well and make THP Kenjeran tourism region be one prominent DTW in the East Coast of Surabaya, and in turn can leverage and improve the community social welfare of the people living in Kenjeran tourism region and its surrounding areas.

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